LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2017

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

DEPARTMENTAL WITNESSES

[CLERK'S NOTE.—The subcommittee did not hold formal hearings for the Government Publishing Office, Office of Compliance, Open World Leadership Center, and the Office of the Secretary of the Senate. Following are the statements submitted by them:]

U.S. GOVERNMENT PUBLISHING OFFICE

PREPARED STATEMENT OF DAVITA VANCE-COOKS, DIRECTOR

GPO'S APPROPRIATIONS REQUEST FOR FISCAL YEAR 2017

Madam Chairwoman and Members of the Subcommittee on Legislative Branch Appropriations, I have the honor to transmit herewith the appropriations request of the U.S. Government Publishing Office (GPO) for fiscal year 2017.

The U.S. Government Publishing Office.—As an agency of the Legislative Branch, the U.S. Government Publishing Office (GPO) is the OFFICIAL, DIGITAL, SECURE resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government.

Under Title 44 of the U.S. Code, GPO is responsible for publishing the information products of all three branches of the Federal Government, including the official publications of Congress and the White House, U.S. passports for the Department of State, and the official publications of other Federal agencies and the courts. Once primarily a printing operation, we are now an integrated publishing operation and carry out our mission using an expanding range of digital as well as conventional formats. Congress and the President recognized this change in our operations in the Consolidated and Continuing Appropriations Act for Fiscal Year 2015 (Public Law 113–235), which contains a provision re-designating GPO's official name as the Government Publishing Office. GPO currently employs about 1,700 staff.

Along with sales of publications in digital and tangible formats to the public, GPO supports openness and transparency in Government by providing permanent public access to Federal Government information at no charge through our Federal Digital System (FDsys, at www.fdsys.gov), which today makes more than 1 million Federal titles available online from both GPO and links to servers in other agencies. In 2015 FDsys averaged 47 million retrievals per month, with a spike up to 52.9 million retrievals in August 2015. We also provide public access to Government information through partnerships with 1,159 Federal, academic, public, law, and other libraries nationwide participating in the Federal Depository Library Program.

In addition to GPO's Web site, gpo.gov, we communicate with the public routinely via Facebook facebook.com/USGPO, Twitter twitter.com/USGPO, YouTube youtube.com/user/gpoprinter, Instagram instagram.com/usgpo, LinkedIn linkedin.com/company/u.s.-government-printing-office, and Pinterest pinterest.com/usgpo/.

History.—From the Mayflower Compact to the Declaration of Independence and the papers leading to the creation and ratification of the Constitution, America has always been a nation based on documents, and our governmental tradition reflects that fact. Article I, section 5 of the Constitution requires that "each House shall keep a journal of its proceedings and from time to time publish the same." After years of struggling with the problems associated with various systems of contracting for its printed documents, in 1860 Congress created the Government Printing Office as its official printer. GPO first opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as the 16th President of the United States.

Since that time, GPO has produced and distributed the official version of every great American state paper and an uncounted number of other Government publications, documents, and forms. These documents include the Emancipation Proclamation, the legislative publications and acts of Congress, Social Security cards, Medicare and Medicaid information, census forms, tax forms, citizenship forms, passports, military histories ranging from the *Official Records of the War of the Rebellion* to the latest accounts of our forces in Afghanistan, the *9/11 Commission Report,* Presidential inaugural addresses, and Supreme Court opinions. GPO's work to keep America informed goes on today, in both digital as well as print forms.

Strategic Vision.—GPO has transformed from a print-centric to a content-centric publishing operation. This digital transformation is consistent with the goals outlined in President Obama's roadmap for a digital Government (*Digital Government: Building a 21st Century Platform to Better Serve the American People,* May 2012). It is also consistent with the recommendations submitted to Congress by the National Academy of Public Administration (*Rebooting the Government Printing Office: Keeping America Informed in the Digital Age,* January 2013).

In fiscal year 2017 and the years ahead, GPO will continue to develop an integrated, diversified product and services portfolio that focuses primarily on digital. Tangible print will continue to be required because of official use, archival purposes, authenticity, specific industry requirements, and segments of the population that either have limited or no access to digital formats, though we anticipated that its use will continue to decline.

Strategic Plan.—GPO's strategic plan, which is available for public review at gpo.gov/about, is built around four goals: satisfying our stakeholders, offering products and services, strengthening our organizational foundation, and engaging our workforce. The plan provides the blueprint for how GPO will continue to achieve its mission of Keeping America Informed with an emphasis on being OFFICIAL, DIGITAL, SECURE. GPO's senior managers convene at the beginning of each fiscal year to review the plan and approve it before it is issued.

GPO's customers are involved in the digital world and understand technological change. Accordingly, it is important that GPO fosters an environment that embraces change and innovation, which leads to new ways of thinking, new work processes, and the development of new products and services for GPO's customers. Tangible printing at GPO is declining while there has been an exponential growth in digital requirements by Congress and Federal agencies. Moreover, the public—including the library and Government information user communities—has signaled its strong desire for increased access to Government information digitally.

GPO has changed to anticipate and accommodate those requirements. The content received from Congress and Federal agencies needs to be managed through a life cycle process that supports the primary requirement to make the digital version of publications permanently available online, and to print only when required or otherwise necessary. This policy is consistent with the President's Executive order on printing issued in November 2011.

In transforming its business model, GPO is focusing on managing content for customer and public use both today and tomorrow. GPO uses its extensive experience and expertise with digital systems to provide both permanent public access to Government information in a variety of formats and the most efficient and effective means for printing when required, all within a secure setting that is responsive to the customer's needs.

Technology Transformation.—GPO has continually transformed itself throughout its history by adapting to changing technologies. In the ink-on-paper era, this meant moving from hand-set to machine typesetting, from slower to high-speed presses, and from hand to automated bookbinding. These changes were significant for their time.

Yet those changes pale by comparison with the transformation that accompanied our incorporation of electronic information technologies, which began more than 50 years ago in 1962 when the Joint Committee on Printing directed the agency to implement a new system of computer-based composition. That order led to the development of GPO's first electronic photocomposition system, which by the early 1980's had completely supplanted machine-based hot metal typesetting. Following the enactment of the GPO Electronic Information Access Enhancement Act in 1993, the databases generated by our composition system were uploaded to the Internet via GPO's first Web site, GPO Access, vastly expanding the agency's information dissemination capabilities. Those functions continue today with FDsys and our newly introduced site govinfo on a more robust and comprehensive scale.

While transforming to an increasingly digital footing, GPO continues to provide an array of printing services to support the needs of Congress, Federal agencies, and the public. GPO is retooling its print operations to utilize a smaller, more flexible, more digitally-based equipment profile than previously. In fiscal year 2015 we put into operation our new zero make-ready (ZMR) press to support congressional and Federal agency publishing requirements. As previously reported, this new press will allow us to eventually phase out three outdated presses installed in 1979. We are continually reviewing product and equipment options to ensure that our publishing activities are conducted with the most efficient, effective technologies available.

As a result of these sweeping technology changes—digital products, equipment, and processes—GPO is now fundamentally different from what it was as recently as a generation ago. It is smaller, leaner, and equipped with digital production capabilities that are the foundation of the information systems relied upon daily by Congress, Federal agencies, and the public to ensure open and transparent Government in the digital era. As we prepare GPO for the Government information environment and technology challenges of the future, our transformation is continuing with the development of new ways of delivering Government information, including apps and bulk data download files.

Appropriations Request.—We are requesting funding for our three appropriated accounts: the Congressional Publishing Appropriation, the appropriation for the Public Information Programs of the Superintendent of Documents, and the appropriation to our Business Operations Revolving Fund, which serves as an addition to working capital in the Fund for specified projects. The Congressional Publishing and Public Information Programs accounts fund GPO's provision of congressional information products and services as authorized by law and our provision of public access to congressional and other Government information products through statutorily-authorized information dissemination programs.

All other GPO programs and activities—including the production of U.S. passports for the Department of State as well as secure credentials as requisitioned by Federal agencies, the production and procurement of other information products and services for Federal agencies, the sales of Government information products and services to the public, and related operations—are financed on a reimbursable basis through GPO's Business Operations Revolving Fund, which is authorized through the annual Legislative Branch Appropriations bill.

We are requesting a total of $117,068,000 for fiscal year 2017. This is the same as the level of funding approved for fiscal year 2016 in Public Law 114–113. Total GPO appropriations have declined by nearly 21 percent since fiscal year 2010 and are currently at their lowest level since then. Our continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in fiscal year 2015 that reduced GPO's workforce by 103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior year appropriations, which we are able to transfer to GPO's Business Operations Revolving fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO
Fiscal Year 2010–2016

Fiscal Year	Appropriation
2010	$147,461,000
2011	$135,067,324
2012	$126,200,000
2013	$117,533,423
2014	$119,300,000
2015	$119,993,000
2016	$117,068,000

Our fiscal year 2017 request will enable us to:

—meet projected requirements for congressional publishing;
—fund the operation of the public information programs of the Superintendent of Documents; and
—develop information technology including IT security and perform facilities maintenance and repairs that support our congressional publishing and public information programs operations.

Congressional Publishing Appropriation.—We are requesting $79,736,000 for this account, the same level approved for fiscal year 2016 in Public Law 114–113 and every year since fiscal year 2014. This appropriation—which is for the production of congressional documents and information products that are essential to the legislative process in Congress, such as the *Congressional Record,* bills, reports, hearings, and other documents—has declined by nearly 15 percent since fiscal year 2010, as the result of our continuing transition to digital technology and products as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior year balances from this account that have been transferred to GPO's Business Operations Revolving Fund are available for the purposes of this account.

Congressional Publishing Appropriation
Fiscal Year 2010–2016

Fiscal Year	Appropriation
2010	$93,768,000
2011	$93,580,464
2012	$90,700,000
2013	$82,129,576
2014	$79,736,000
2015	$79,736,000
2016	$79,736,000

House Report 114–110, accompanying the Legislative Branch Appropriations bill for fiscal year 2016, requires the presentation of budget requirements from a zero base. However, GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C. GPO utilizes historical data incorporating other relevant factors to develop estimates of likely congressional publishing requirements. These requirements are used as the basis of the budget presentation for this account.

The estimated requirements for fiscal year 2017 include a projected price level increase of $2,125,000, primarily to cover employee pay increases equivalent with those paid government-wide. Offsetting this will be a $5,403,000 decrease in program requirements attributable to anticipated volume decreases for the *Congressional Record,* miscellaneous publications, miscellaneous publishing and services, business and committee calendars, and hearings.

As shown on page E–3 of our budget justification for fiscal year 2017, the unexpended balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for fiscal year 2016 and 2017, so that appropriation requirements for those years can remain stable at $79,736,000 each year. Compared to fiscal year 2016, we project there will be a decrease of $3,278,000 in the need for this funding. The balance of these funds is earmarked for GPO's critically important Composition System Replacement (CSR) project, involving the development of an XML– based composition system to replace our 30+ year-old Microcomp system used in the preparation of congressional documents for digital and print access.

Public Information Programs of the Superintendent of Documents.—We are requesting $29,500,000 for this account, representing a decrease of $1,000,000 or 3.3 percent from the amount approved for fiscal year 2016 in Public Law 114–113. This appropriation, which is primarily for the operation of the Federal Depository Library Program, has declined by more than 27 percent since fiscal year 2010, as the result of our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient. The requested amount is based on the outcome of using zero-based budgeting to determine the proper levels of funding needed to perform program activities at minimum levels, as directed by House Report 114–110.

Public Information Programs of the Superintendent of Documents
Appropriation
Fiscal Year 2010–2016

Fiscal Year	Appropriation
2010	$40,911,000
2011	$39,831,178
2012	$35,000,000
2013	$31,437,000
2014	$31,500,000
2015	$31,500,000
2016	$30,500,000

The funding we are requesting for fiscal year 2017 will cover mandatory pay and related cost increases of $389,000. Merit and other pay increases are included for 94 FTE's, the same as for fiscal year 2016. In addition, the requested funding covers projected price level increases of $28,000, including ongoing systems maintenance and FDsys operating expenses.

As with our Congressional Publishing Appropriation, unspent balances of prior year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for fiscal year 2016 and 2017. These requirements include projects to continue transitioning GPO's Public Information Programs to an increasingly digital basis, including the modernization of legacy IT systems, automation of depository distribution, the replacement of GPO's Integrated Library System, bulk harvesting and content management, enhanced Web-based applications, and the development of metadata and parsers for the digitized *Congressional Record* and *Federal Register.* The use of these funds enables GPO to reduce its appropriations requirements while continuing to perform essential services and carry out digital transformation projects.

Business Operations Revolving Fund.—Appropriations to this account are for working capital used for information technology projects and facilities repairs. We are requesting $7,832,000 for fiscal year 2017, to remain available until expended. This compares with $6,832,000 that was appropriated for fiscal year 2016. Since fiscal year 2013, the projects funded by appropriations to this account have consistently included improvements to GPO's FDsys, which has expanded public access to congressional and other Government information products in digital formats while decreasing the costs of distributing traditional print formats, as well as other essential IT projects. Our request this year includes necessary expenses associated with enhancing the cybersecurity of GPO's IT systems in the wake of successful cyberattacks this past year on the Office of Personnel Management and other Government systems. We also fund necessary physical infrastructure projects through appropriations to this account.

Appropriations to the Business Operations Revolving Fund
Fiscal Year 2010–2016

Fiscal Year	Appropriation
2010	$12,782,000
2011	$ 1,655,682
2012	$ 500,000
2013	$ 3,966,847
2014	$ 8,064,000
2015	$ 8,757,000
2016	$ 6,832,000

Information Technology Projects for Fiscal Year 2017—$5,875,000

FDsys Projects—$4,175,000

—*General System and Collection Development ($3,400,000).*—Development of new FDsys features to support identified needs of key stakeholders, including developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and increasing the discoverability of information.

- —*NextGen FDsys Public Website ($450,000).*—Completion of development and switchover to FDsys NextGen to support a responsive user interface, search engine replacement, publication linking, user interface improvements, and content curation.
- —*FDsys Infrastructure ($325,000).*—Infrastructure for the hardware, storage, and environments to manage system performance as FDsys content and usage continues to grow.

Information Technology Security—$1,700,000

- —*Security Enhancements for Advanced Persistent Threat ($1,500,000).*—Required for enhanced technologies and services to combat, detect, and prevent advanced persistent threats (including sophisticated nation-state actors) from compromising GPO IT systems.
- —*Wireless Intrusion Prevention ($100,000).*—Required to provide enhance ability to prevent and detect intrusion attempts specifically targeted at wireless systems at GPO.
- —*Log Collector (Tech Refresh) ($100,000).*—Required to replace old and near obsolete log collector systems in order to have sufficient audit trail logs for security investigations and detection/prevention of intrusion attempts.

Facilities Infrastructure Projects for Fiscal Year 2017—$1,957,000

- —*Elevator Repairs ($1,000,000).*—Elevators 39, 40, and 41 comprise the main vertical artery for Plant Operations to move congressional products between press and bindery operations. They also support employee life/safety by providing a means for evacuation of medical emergencies.
- —*Emergency Power Generator ($500,000).*—The power blackout by PEPCO in summer 2015 exposed the need for an upgrade to GPO's emergency generators to support expanded lighting and other electrical requirements.
- —*Uninterrupted Power Supply for Data Center ($257,000).*—The current UPS design and equipment are both obsolete. To ensure uptime and equipment integrity in GPO's data center, these systems need to be replaced.
- —*Upgrade Electrical Panels/Wiring ($200,000).*—This will address the obsolete and often deteriorating condition of the central power distribution feeds that are original to the GPO building complex (the newest building of which dates to 1940). The outdated wiring represents a safety hazard.

Chairwoman Capito and members of the subcommittee, we thank you for your continued support and for the funding for GPO included in Public Law 114–113. We look forward to working with you and your staff in your consideration of our appropriations request for fiscal year 2017.

OFFICE OF COMPLIANCE

Prepared Statement of Barbara J. Sapin, Executive Director

FISCAL YEAR 2017 BUDGET REQUEST

Madam Chairwoman Capito, Ranking Member Schatz, and Members of the Legislative Branch Subcommittee, thank you for allowing me the opportunity to submit for the record, this statement regarding the budget request for fiscal year 2017 for the Congressional Office of Compliance (OOC).

Before I get to the budget request, I want to express our appreciation for your support for the mission and efforts of the OOC. This year marks the twentieth anniversary of the OOC's existence. For two decades, our little known independent agency has advanced workplace rights for employees of the Legislative Branch, and helped make offices on Capitol Hill safer places to work and visit.

Congress created the Office of Compliance to administer the Congressional Accountability Act of 1995 (CAA) and the 13 Federal workplace laws incorporated in the law. We ensure the integrity of a dispute resolution system; carry out an education and training program that assists employing offices and covered employees in understanding their rights and responsibilities under the CAA; advise Congress on needed changes and amendments to the CAA; and investigate and enforce the CAA's occupational safety and health protections, public access rights for persons with disabilities, and unfair labor practice provisions.

The Office of Compliance is requesting $4,315,151 for fiscal year 2017 operations, which represents a 9 percent increase from the fiscal year 2016 enacted level. Of the additional $356,161 that is being requested, 79.89 percent reflects a projected increase in personnel, benefits and other personnel compensation. The remaining fiscal year 2017 budget request focuses on supporting the most important aspects of the statutory functions of the Office of Compliance and improving the delivery of services to the covered community.

Administrative Dispute Resolution Program

The centerpiece of the CAA is the model confidential administrative dispute resolution (ADR) process—counseling, mediation and adjudicative hearings and appeals. The OOC staff is committed to administering an effective ADR program by providing a neutral, efficient and confidential process for resolving workplace disputes at the lowest level. We strive to ensure that stakeholders have full access to the ADR procedures.

In fiscal year 2016, we began the process of replacing our outdated case handling system with a new and more comprehensive case management system (CMS) which recently went live. As we continue to finalize the new CMS, we look forward to being able to create more efficient reports that will help the OOC spot trends and develop necessary training. Our budget request contains funds that are necessary to create and maintain an e-filing system that would be integrated with this new case management system. This functionality will not only provide for more streamlined service delivery by our Office to the Congressional community, but will lend itself to timelier dispute resolution as well as allow cost savings in the long run.

Education and Training Programs

In addition to providing an effective ADR program, the OOC administers an education and training program for the covered community. In all areas of discrimination prevention, a comprehensive training program continues to be the most effective investment an organization can make in reducing complaints and creating a more productive workforce. Training programs have been linked to a reduction in discrimination complaints by approximately 25 percent in the executive branch.

The congressional workforce benefits from continued training provided by the OOC. Further, the OOC can positively impact decisions made by managers and chiefs of staff on employees' rights incorporated in the CAA. Our aim is to provide the information that leads a manager to the right and just solution to workplace issues and eliminates the controversies and complaints. Although our staff is small, we produce written materials on the rights, protections, and responsibilities under the CAA, and we conduct personal briefings to employing offices on our case processing procedures and the substantive Federal laws as applied to the legislative branch by the CAA.

Our training and outreach efforts are changing from in-person contacts to Internet based communications. As we move further into the digital age, we must make necessary changes. This shift in focus is essential in carrying out our statutory educational mandate.[1] Our budget request reflects our need for improvements to our existing Web site www.compliance.gov, not only to support our continuing need to bring the site into compliance with existing cybersecurity standards, but also to allow for necessary capacity to host our newly launched on-demand on-line training modules and Webinars. We are developing on-line training to reach more employees, especially those working in the districts who are otherwise unable to attend in-person training sessions on the Hill.

Our fiscal year 2017 budget request also includes funds that will be used for technical enhancements to develop new training methods, such as videos and interactive modules that will instruct on important office safety and health matters as well as best practices and insights around paternity/maternity issues, non-discriminatory telework policies, Family and Medical Leave Act compliance, and reasonable accommodations for staffers under the Americans with Disabilities Act.

Safety and Health and Public Access

Before the OOC opened its doors in 1996, Capitol Hill buildings had not been subject to even the most basic building codes or regulations. The first inspections led to the discovery of serious fire and other safety hazards in House and Senate buildings and around the Capitol. Each year, since those first inspections, at the urging of the OOC, Congress has abated thousands of serious hazards, reduced numerous barriers to access for individuals with disabilities, and thus dramatically improved the overall safety and accessibility of the Capitol Hill campus. In a post-9/11 world, the OOC's focus has expanded to promoting safe emergency evacuation plans, ensuring adequate alarm and warning systems, and promoting staff training.

Our budget request reflects the immediate need to continue the OOC's significant contributions to the safety and accessibility of Congressional workplaces through its OSH and ADA biennial inspections and its case work investigating safety issues and finding solutions for barriers to access in Congressional facilities and programs. By working directly with the AOC and other offices on the Hill, the OOC has been instrumental in the development and implementation of cost-effective solutions to safety and access problems. An increase in its appropriation would allow the OOC to expand its inspection programs to include more pre-construction evaluations of projects to minimize or eliminate potential safety and accessibility issues. These pre-construction reviews, which the OOC has been able to do to a limited extent in the past, provide tremendous cost savings by minimizing or eliminating expensive post-construction corrections that have riddled many past construction projects.

The balance of the 9 percent increase requested covers increases in contract services, including cross servicing providers, such as the Library of Congress and the National Finance Center, and other services, equipment and supplies needed to operate the OOC. The services include training development and video production, as well as technical support for the ever-growing social media environment on the Hill, which presents an opportunity to highlight best practices and provide important information to employees who have little time for training updates.

The OOC staff and I are available to answer any questions or address any concerns the Chair of the subcommittee or its members may have.

[1] Public Law 104–1, Section 302(h)(1).

OPEN WORLD LEADERSHIP CENTER

Prepared Statement of Ambassador John M. O'Keefe, Executive Director

> "Since participating in Open World as a journalist several years ago, I have often referred to the lessons learned and best practices that were demonstrated during my program. As Head of the Parliamentary Committee on Preventing and Combatting Corruption, I remember well that most of the Americans I've met believed they can achieve anything they want. Open World's network of alumni in Ukraine consists of a new generation of Ukrainians working to improve their country and fight corruption in these trying times. I hope that Congress continues this program as it is important for Ukraine."

Members of the subcommittees, thank you for the opportunity to submit testimony for the record on the Open World Leadership Center. Congressional participation in our programs and on our governing board has made Open World a uniquely qualified instrument for members and their constituents and for communities across America. All of us at Open World are deeply grateful for your support.

Overview

By the close of 2015, the Open World Leadership Center (the Center or Open World) had brought more than 25,000 young and emerging leaders from 19 countries.[1] These talented and engaged political and civic leaders were hosted in all 50 States by nearly 8,000 families in some 2,300 communities across the United States.

As a U.S. legislative branch entity, Open World actively supports the foreign relations role and efforts of Congress by linking delegates to members and their enthusiastic constituents throughout the United States who are engaged in projects and programs in Open World countries. The Open World program routinely involves members in its hosting activities with more than 80 percent of delegates meeting with Members of Congress or their staff representatives last year.

The Center also regularly consults with the Commission of Security and Cooperation in Europe, the House Democracy Partnership, the Congressional Ukrainian Caucus, the Senate Ukraine Caucus, the Albania Issues Caucus, Congressional Serbian Caucus, the Caucus on U.S.-Turkey Relations & Turkish Americans, the Friends of Kazakhstan Caucus, the Congressional Caucus on Central Asia, the Congressional Mongolia Caucus, other congressional entities, and individual members with specific interests in Open World countries or thematic areas.

Open World Activities in 2015 and Plans for 2016

In 2015, the Open World program included 14 participating countries and 864 emerging leaders who were able to benefit from direct exposure to the workings of the United States Congress; to understand the impact of legislation on all aspects of society; and to experience the robust and dynamic democracy and free market system that exists in the U.S. and makes up its form of Federalism. Also, of significance is that these Open World participants broke bread with their American counterparts, woke up in an American household and saw families/children getting ready for work/school. They witnessed social activism, a free and aggressive media, and the incredible volunteerism that makes up this great country.

Following is a country by country review of the 14 countries that participated in Open World in 2015 and for which programming is planned for 2016. Open World is also planning programs in 2016 in support of the House Democracy Partnership, and has expanded its potential participating countries by 12 additional countries.[2]

Russia.—Open World continues to implement one of the last remaining exchange opportunities in Russia. It has been able to operate effectively in Russia because

[1] Current countries (14) include Armenia, Azerbaijan, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Russia, Serbia, Tajikistan, Turkmenistan, and Ukraine; past countries (5) include Belarus, Egypt, Lithuania, Turkey, and Uzbekistan.

[2] Afghanistan, Colombia, Haiti, Indonesia, Iraq, Kenya, Lebanon, Liberia, Macedonia, Pakistan, Peru, Timor-Leste.

Open World is outside the realm of executive branch politics and widely accepted by the Russian people. While Open World has had to limit its capacity in Russia due to budget constraints and limitations on the kind of delegates we can bring due to a Russian law and U.S. policy that regulates the travel of Russian Government officials/civil servants, the demand for the Open World program in Russia could easily accommodate another one hundred travelers or more. At this critical time in U.S.-Russia relations, with a virtual shutdown of technical assistance programs, western donor operations, and many bi- and multi-lateral opportunities for the Russian people to interact with their colleagues in open and free forums, Open World has proven to provide critical access to reform minded citizens. Even those that are somewhat hardened are still willing to listen and see for themselves what is available and attainable in an open, transparent and democratic society with free markets, a fiercely independent media, and a legal system that provides a level playing field to its citizens and to foreigners.

> Dan Nolan, Petrozavodsk Committee Chair in Duluth, Minnesota, noted the importance of continuing a close relationship with our friends and colleagues in Petrozavodsk at a time when they feel very isolated due to foreign sanctions. "The work we have accomplished together in the past few years in the areas of reducing child abuse and domestic violence is too important to be sidelined by political differences," he stated. "Now, more than ever, we must work to stay connected."

In 2015, Open World fielded 264 Russian participants from a majority of its 83 regions. The 2016 Russian cohort is expected to be some 240 travelers. The delegates represent all of Russia from the European land mass, to the rough and beautiful North Caucasus, to the Eurasian Steppe, and the enormous open spaces of Siberia and the Russian Far East and North. Much of our Russian programming is aimed at fostering existing partnerships, such as sister city relationships or partner Rotary clubs, and each year's program includes two large delegations from the Moscow School of Civic Education which is hosted by their American partner, Supporters of Civil Society in Russia. Open World's Russia programming is aimed at "non-controversial" themes and seeks to foster and strengthen partnerships and encourages self-sustaining professional ties and connections. These themes include women entrepreneurs, ethnic minorities, environment, energy (and energy efficiency/alternate energy), agriculture, social issues, and some governance, media, and think tank programming.

To illustrate the impact of Open World programming in Russia, it might be best for a delegate to speak about his impressions:

> As for the lessons of civil wisdom that I learned . . . they certainly inspired and encouraged me! I always believed that there must be a society that does not tolerate lies, does not subdue memory, but fights for the facts and the right to one's own opinion. . . Yes, it is a battle . . . yes, there are kinks to work out. But this society is alive, real, strong!

In addition, Open World Russia alumni are well-integrated into U.S. Embassy follow-on programming such as the Peer-to-Peer program, and Open World alumni and their American partners have been successful recipients of funding for their joint projects, such as the one between Syktyvkar State University[3] and the Montana School for Deaf and Blind on a project called the "The Socialization of Children with Visual Impairments in Special Education." The project includes site visits for Russian and American teachers and students, regular on-line video conferences, live streaming events, the development of manuals on the education of blind children, and competitions in both schools called "Hello America" and "Hello Russia."

In summary, the words of an alumna who is a well-regarded journalist in the Northern Karelian republic say it best:

> My main impression from the trip is that we do have much in common: similar emotions and problems, our aspiration to lead a better life, our ethical values, and our desire to get to know one another better. Every nation has something it can be proud of, and this is what can and should be borrowed for the benefit of your own country.

This came from an article the alumna wrote following her program in Hendersonville, North Carolina titled "My Discovery of America."

Ukraine.—In response to events in recent years in Ukraine, Open World has more than doubled its Ukraine program. The Center regularly works with U.S. Ambas-

[3] Syktyvkar is a city of nearly 1 million people that is the capital of the Komi republic in North-East European Plain.

sador Pyatt and his team, and consults with the Congressional Ukrainian Caucus, the Senate Ukrainian Caucus, and other key stakeholders to design programming that is responsive to the needs of the Ukrainian people. Recent alumni are among a new generation of leadership that is working passionately to make Ukraine a country that is economically sound and that can readily integrate into the European Union and the Western community of free nations. Program themes over the past 2 years have included legislator to legislator programming, accountable governance, decentralization, anti-corruption, energy efficiency and alternate energy development, independent media, social issues (with concentration on Post Traumatic Stress Disorder and serving Internally Displaced Persons), agriculture, and education and innovation.

In addition to having Open World alumni rising in the ranks, including those in the top leadership, Ukraine's leading reform bodies like the Committee on Preventing and Combating Corruption of the Parliament, the Ministry of Education, the Ministry of Youth and Sports, and many leading civil activists groups, Open World alumni are frequent recipients of competitive grants from the U.S. Mission in Ukraine so that they can build on the experiences they had while in the United States. Such projects have been focused on e-governance, promoting a positive image for Ukraine, and providing support for those disabled, those suffering PTSD, and internally displaced persons resulting from the aggression in the East and in Crimea. In the last 2 years, Open World alumni have been awarded 17 grants from the U.S. Mission in Ukraine to conduct follow up activity based on their Open World program.

Illustrating the courage and depth of Open World alumni in Ukraine, one alumnus who has risen in the ranks to Deputy Minister for Education widely publicized a recent attempt to bribe him by the Rector of a University that wanted him to cover up serious violations of academic ethics such as fake grading. The Deputy Minister reported this bribe attempt to the newly created National Anti-Corruption Bureau's Oversight Council, on which sits three additional Open World alumni. The Deputy Minister praised Open World and said:

> "Participation in Open World provided me with the opportunity to see first-hand how transparency in higher education works. The program inspired me to fight against corruption in my work and provided me with the tools and resolve to work to improve my country. Open World alumni have risen to key positions in the Ministry of Education and Science and are proud of their work in reforming this crucial sector for Ukraine's successful development."

Armenia.—A delegation of deputy mayors and a government media representative from southern Armenia were hosted in 2015 for a program concentrating on freedom of information law, transparency, and democratic governance with an emphasis on municipal government in an effort to promote capacity building, economic development, and democratic values in Southern Armenia.

Three Armenian delegations are planned for 2016. A delegation of young judges will observe American law practices in Detroit, Michigan. Elected officials, government specialists, and NGO leaders will see how the United States has worked to build an inclusive society that respects and values Americans with disabilities in a social-inclusion program in Cambridge, Massachusetts. In anticipation of parliamentary elections in 2017 and presidential elections in 2018, Open World will host Young Armenian political leaders from various parties to study youth's role in the U.S. elections and political/elections processes in Granada Hills, California.

Azerbaijan.—In 2015, Open World brought three delegations of emerging leaders to collaborate with their American counterparts and to gain first-hand exposure to American democratic governance and the working of the free market. Farmers from Azerbaijan visited with agricultural enterprises in the State of Iowa, specialists dealing in the fight against trafficking in persons met with their counterparts in Pittsburgh, and specialists who work with internally displaced persons met with their counterparts in Buffalo, New York. In 2016, Open World plans to bring three more delegations from Azerbaijan. For one delegation, Open World programming will address that country's deteriorating civil rights situation by: bringing defense lawyers, legal experts, and representatives of the Azerbaijani Collegium of Advocates to meet with their American peers. Other programs will concentrate on the need for economic diversification in Azerbaijan through a program on entrepreneurship and tourism management, and the lack of practical experience in school management through a program focused on secondary and higher education administration in response to Azerbaijan's recently developed strategy for educational reform.

Estonia.—Since 2013, Open World has hosted a delegation of Estonian judges and prosecutors each year through our judge to judge program in an effort to promote international judicial relations and best practices in the judicial systems of both of our countries. In 2015, the Estonian delegation was hosted by U.S. District Judge Edmund A. Sargus, Jr. in Columbus, Ohio. The April 2016 Estonian delegation will be hosted in Raleigh, North Carolina by Judge Allyson K. Duncan of the United States Court of Appeals for the Fourth Circuit. Judge Duncan is also the Chair of the International Judicial Relations Committee of the Judicial Conference of the United States, Open World's key partner in its rule of law programming.

Georgia.—Open World hosted seven delegations from Georgia in 2015. Their programs included such themes as legislature to legislature development, inter-ethnic cooperation, rule of law, municipal development and the use of public space, and higher education administration. One highlight of the 2015 program is that the Chicago host of the inter-ethnic cooperation program that took place in Chicago was able to receive U.S. Government funding to visit in Georgia with his 2014 religious tolerance and 2015 inter-ethnic cooperation delegations to follow up on their programming and establish long-lasting ties. In 2016, Open World's Georgia program will feature legislature to legislature programming, role of civil society in promoting accountable governance, and inter-ethnic cooperation. Open World also intends to host a diverse group of young parliamentarians from Georgia in the Fall of 2016, following that country's Parliamentary elections.

Kazakhstan.—Open World hosted seven delegations from Kazakhstan in 2015, including programming in the themes of environmental protection, energy efficiency and green technologies, consumer protection, entrepreneurship, and mediation and arbitration. Looking ahead to 2016, Open World is planning to host another seven delegations. Themes include: entrepreneurship in small towns, makers paces, access to information/use of social media, building capacity in civil society, and nonproliferation. We also intend to bring a delegation of members of Parliament from Kazakhstan in program year 2016 once the planned March elections take place. The 2016 Makerspaces group will highlight sister city relations between the cities of Arvada, Colorado and Kyzylorda and the entrepreneurship program will highlight partner relations between Mauston, Wisconsin and Pavlodar. The relationship developed as a result of Open World between Mauston and Pavlodar has resulted in several self-funded follow-on visits from Wisconsin to Kazakhstan and from Kazakhstan to Wisconsin. For example, the host in Mauston is now the co-chair of the Leadership Wisconsin International Seminar that is going to Kazakhstan for their International Seminar in March of 2016.

Kosovo.—Open World welcomed five delegations from Kosovo in 2015. The groups included Members of the Parliament of Kosovo, young women leaders, and specialists in agro-business and municipal development. Open World is planning to host at least four delegations in 2016. The planned themes are promoting/attracting investment, government transparency/access to public information, technology and e-government against corruption, and preventing domestic violence.

Kyrgyzstan.—Open World hosted eight delegations from Kyrgyzstan in 2015, including parliamentary staffers, women leaders in science and technology, legal/judicial professionals, and specialists in business mentoring, border security, and water management. Open World's 2016 Kyrgyzstan program will consist of five delegations. These programs will include a delegation of Members of Parliament, and delegations looking at the role of local legislators/staff, civil society oversight/public finance, young entrepreneurs, and water irrigation/dry climate. Our April 2015 delegation in Colorado Springs, the sister city of Bishkek, was able to get first-hand experience with modern irrigation methods, crop production and water law issues, and the Helena, Montana-bound 2016 dry climate delegation will further explore these critical issues. Open World's ongoing relationship with the Parliament of Kyrgyzstan has resulted in that legislative body's sharing their experiences with the students of Kyrgyzstan by hosting students from cities and villages throughout the country in the Parliament. According to a Parliamentary staffer who is an alumnus "they took the idea from the U.S. Capitol staff on how to work with citizens and cooperate with the general population . . . These students represented no less than 20 ethnic origins." In addition, Open World parliamentary alumni in Kyrgyzstan have managed internships for Model Parliament students from throughout Kyrgyzstan.

Moldova.—Open World hosted four Moldovan delegations in 2015. In April, one group observed the marketing of produce through producer organizations in San Francisco, while another learned best practices for combatting international crime in Reno, Nevada. In September, a delegation of nurses visited Greensboro, North Carolina and was able to gain useful knowledge and experience at various nursing schools, health centers and geriatric facilities to share with their colleagues in Moldova. Also, in September, a delegation of young analysts worked with their colleagues in San Diego to explore various methods of successful economic analyses.

Open World currently has no plan to host delegations from Moldova in 2016 due to budget constraints and the cost of programming in that country.

Mongolia.—In 2015, Open World hosted two delegations of judges from Mongolia. Open World has already hosted a delegation of members of Parliament from Mongolia early this year, and plans to host two more delegations of judges from Mongolia in 2016.

Serbia.—Open World hosted 12 Serbian delegations in 2015, specializing in areas such as policy development, sustainable agriculture, media businesses and youth innovation. Open World plans to host two delegations of judges from Serbia in 2016, and has already hosted a delegation of members of the Serbian Parliament in January of this year.

Tajikistan.—Eight Tajik delegations, specializing in areas such as e-governance and transparency, healthcare for women, domestic violence, youth empowerment, and legal defense advocacy, were hosted in 2015. Open World has already hosted one delegation of women entrepreneurs from Tajikistan in 2016, and plans to conduct programming for four more delegations in themes that include sports for at-risk youth, eco-tourism, youth in civil society, and women in border security.

Turkmenistan.—With great support from the U.S. Mission in Turkmenistan, Open World was able to host a delegation from Turkmenistan in 2015. The delegation consisted of specialists in tourism management and was hosted in St. Louis. Open World plans to host at least three delegations from Turkmenistan in 2016 in the themes of water management, earthquake/fire management, and library services.

While the above country program descriptions provide an overview of the incredible activity and goodwill fostered by Open World, below are some examples of the type of results and feedback that we continually receive from our constituent hosts and new friends and colleagues form our participating countries throughout Eurasia.

In February 2015, an Open World delegation was hosted by Virginia Commonwealth University. During their visit, the group visited the General Assembly, a variety of government agencies and public policy organizations, cultural sites such as the Virginia Museum of Fine Arts and Colonial Williamsburg, and a local TV news station covering the Super Tuesday presidential primary elections. The program is valuable because everyone—both the Ukrainians and the Americans—learn from the experience, said hosting committee member Jeff South, an associate professor of journalism and director of undergraduate studies at the Robertson School. “As a member of the hosting committee, I personally learn more than I teach from the Open World visitors,” he said. “I learn about other models of government and that there are many things we could do to improve our democracy in Virginia and the rest of America. We also see the many things we have in common with people in Eastern Europe—a commitment to an open government that truly serves the people.”

Budget Request Summary

Open World spends its appropriation in two categories: Direct Program Costs and Administration Costs. Direct Program Costs includes: a logistical coordinator contract; grants to host organizations across the United States; Memoranda of Agreements with U.S. embassies in most of Open World countries; and the salary and benefits of the Center’s DC and Moscow staff.

The Center’s fiscal year 2017 budget request breaks down as follows:

A. Direct Program—$ 5,550,000

1. Logistical Contract	1,900,000
2. Grants/Other Hosting Costs	2,300,000
3. Embassy Agreements	875,000
4. Salary/Benefits (Program staff)	475,000

The logistical services contract with a Washington-based NGO is the single largest expenditure at Open World. This contractor is responsible for coordinating the delegate nomination and vetting process and is tasked with obtaining visas and other travel documents; arranging and purchasing airfare; planning and executing the 2-day DC orientation, and coordinating with grantees and placing delegates in American host cities, among a host of other duties.

Grants/Other Hosting Costs refer to national and local hosting organizations (such as Rotary Club, Friendship Force International, and community colleges) that plan and execute an 8-day local program for each delegation.

B. Administration—$ 388,000

1. Salary/Benefits (Admin Staff)	275,000
2. Other Admin Operating Expenses	113,000

The salaries/benefits of the Executive Director, the Deputy Executive Director, and the Outreach Officers are included in this category. It also includes an interagency agreement with the Library of Congress for infrastructure services, small contracts for professional services, postage, telephone, cell phones, and office supplies and materials. The Center benefits from lower administrative costs due to its physical location in the Library of Congress. Finally, agreements with other agencies for infrastructure services or for printing, webhosting, or graphic design are included here.

TOTAL BUDGET: $5,938,000[4]

The good news is that the Center has learned the art of doing more with less. While working under shrinking budgets has its challenges, the Center's response to this series of cuts is to work harder at finding savings and increasing cost shares. As an example, 2 years ago, the Center changed the way that interpretation costs are covered in the program which yielded us an astonishing estimated $250,000 in savings due to the elimination of any indirect cost being applied to the total as well as more efficient handling of the interpretation pool. Another important source of savings was in engaging with the U.S. embassies of Open World countries as much as possible. This alone realized a savings of 30–40 percent of the cost of a single delegate's participation in the Open World program.

Finally, for every dollar in grants awarded, the Center receives matching cost shares dollar for dollar, with the 2015 estimate looking like it will hit $2.3 million. Meanwhile, to emphasize our successful efforts from working closely with each grantee to arrive at the fairest budget possible, the demand for Open World delegations remains at a high of four slots requested for every one slot available.

With careful management we can proudly claim that for every appropriated dollar received, we have been able to leverage that dollar by an additional 35 percent which makes it possible to continue providing dynamic, current and relevant, and high quality programming this fiscal year.

Closing Remarks

Open World offers Congress an extraordinary "bang for the buck" as well as deep commitment to being a model agency dedicated to the most efficient and cost-effective use of its resources. The Center's overhead rate has remained a steady 7 percent in large part due to the steadfast pursuit of savings and cost shares while maintaining diligent fiscal stewardship. All the while the Center never compromises program quality.

Open World employs best practices in an effort to achieve the most cost-efficient and effective means to accomplish our mission. Early on, Open World established internal controls to ensure program quality, including pre- and post-program report follow-up, weekly teleconferencing with our logistical contractor, and regular contact with grantees and local hosts. Open World also uses a zero-based budget approach to every contract, every grant budget, as well as our annual operating budget.

Furthermore, Open World actively seeks cost-sharing partnerships with other government initiatives whose missions complement ours. The U.S. Agency for International Development, the Department of Energy, the Department of State, the National Endowment for the Arts, and the U.S. embassies in Armenia, Kosovo, Mongolia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan have all joined with the Open World Leadership Center in directly funding a number of delegations.

Funding at the requested level of $5.8 million will enable Open World to fully respond to congressional interests in the region and beyond while continuing our proven mission of hosting young political and civic leaders who return home to launch projects and programs in cooperation with their American counterparts and hosts. The Board of Trustees believes that maintaining a robust grassroots-based Open World presence in the region is necessary and important for future U.S. relations in these politically significant countries.

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[4] The amount over $5.8 million shown here will be covered by earned revenue, donations and other offsets.

OFFICE OF THE SECRETARY OF THE SENATE

PREPARED STATEMENT OF JULIE E. ADAMS, SECRETARY OF THE SENATE

Since 1789, the Secretary of the Senate has been tasked with the legislative, financial and administrative duties of the U.S. Senate. In the past year I have been proud to serve alongside the hundreds of men and women that comprise the Office of the Secretary who ensure we fulfill our mission. They are dedicated public servants who continually strive to improve systems and processes, better the institution, and preserve the rich history of this uniquely American legislative body.

I would like to thank the subcommittee for their ongoing support of the Office of the Secretary of the Senate's budget and mandated systems. For fiscal year 2017, I am requesting a budget of $31,589,000. This request includes $25,339,000 in salary costs and $6,250,000 for the operating budget of the Office of the Secretary. The salary budget represents an increase in $567,000 over the fiscal year 2016 budget as a result of the costs associated with a potential cost of living adjustment. The operating budget remains flat at $6,250,000 of which $4,350,000 is firewalled for the administration of the Senate Information Services (SIS) Program that was assumed by this Office in 2011 and has remained flat.

In addition, I am requesting $4,000,000 in no year funds for the second phase of a 6-year project to modernize the Senate Disbursing Office's Financial Management Information System, also known as "FMIS." I appreciate the subcommittee's support last year to initiate the update of this mandated system.

I am proud to report that the FMIS modernization project is underway. Due to the scope of the project, a Financial System Program Office has been established within the Disbursing Office to oversee and manage the effort to ensure the project remains on schedule and within the budget established for the project. All of the project staff will be hired and in place by mid-April. Just last week, a purchase order was initiated for software that will be used for the first phases of the budget and reporting modernization. And by the end of May, early June, the Indefinite Delivery Indefinite Quantity (IDIQ) contract and initial task orders will be awarded. The IDIQ will take the project about half way through the modernization. This was done so the Program Office can consider technology market changes that are expected to occur during the later phases of the modernization project.

The second phase of the financial system modernization, scheduled for fiscal year 2017 will continue the rollout of the modernized budget and reporting and will also initiate the general ledger modernization.

The Financial System Program Office will work in collaboration with Sergeant at Arms (SAA) functional and technical staff, as well as representatives from financial stakeholder groups, including Senators' offices, committees, the Committee on Rules and Administration audit staff, and Disbursing Office accounting staff throughout the modernization to ensure that, (1) the financial applications are supportable and maintainable in both the near and long term (2) the modernized system fully meets Senate user requirements and (3) end user impacts are minimized throughout the implementation period.

In addition to the FMIS modernization project, the Disbursing Office has also been working on the payroll self-service project. The self-service project will allow members and staff to view their paystubs electronically as well as tax, payroll and benefits information. It is currently in a pilot phase, if no problems or issues are reported, it will be rolled out to the rest of the Senate within the year.

I would now like to highlight some of our other departments' accomplishments of the past year and a few of their ongoing projects.

Last year was a busy year for the legislative staff. With the majority changing for the first time since the 110th Congress, time was spent working with Senators and staff either new to the Senate or unfamiliar with the roles and responsibilities of the majority. The legislative schedule was also rigorous; a small sample of the work completed during the 1st Session of the 114th Congress would include the processing of 2,943 submitted amendments, 289 reports of committees, 339 roll call votes taken and the incorporation of 405 amendments into measures considered by the Senate. Additionally, the Senate confirmed 17,578 executive nominations during the session.

I am proud of the loyal legislative team. When the Senate is in session, they work long hours and are some of the last to leave the office. I was surprised to learn that when the Senate recesses or adjourns for the day, a handful of legislative staff have up to three hours of work remaining. These long hours ensure that the Senate's daily proceedings are properly transmitted to the Government Publishing Office (GPO). The Senate Record is published in paperback form and online in the *Congressional Record* and is available to the public the next business day.

Something else that I became aware of during my first year on the job was the lack of remaining storage for legislative archives. Only 1,000 cubic feet remained available for the accessioning of new records from the Senate and House. I want to thank the Appropriations Committee for recognizing the need for additional storage and for appropriating funds to begin renovations of a suitable space at GPO.

GPO is a real partner of the Secretary's Office—from printing and publishing to our new archive storage solution—I am proud of the teamwork between the two organizations.

Teamwork within departments in the Secretary's Office is also strong. The Stationery Room and Disbursing Office continue to work with member offices wishing to establish accounts for the online flag ordering system using Pay.gov. Sixty-six offices are now offering this payment option and seven more member offices are in the beginning stages of the program.

The Office of Web Technology is spearheading the redesign effort to modernize the www.senate.gov Web site, but it is also a collaborative effort. The Senate Web site content is maintained by seven departments of the Secretary's Office and three departments of the SAA. The new design will implement the best practices established over the last several years and take advantage of the advances in Web technology that will make the site more useable to all audiences, including those accessing it from mobile devices. The redesign is at the midway point and the hope is that it will go live by the end of the year.

I am proud of the relationships Secretary Office departments continue to build with respective departments within the SAA and Architect of the Capitol, from procurement contracts to continuity of government planning and everything in between. It is essential for the Senate support organizations to work together seamlessly and the Secretary's Office will continue to make this a priority.

Serving in this role for the last year has been a true privilege. I look forward to the busy year ahead and I appreciate the subcommittee's support for the Office of the Secretary. Thank you.

[CLERK'S NOTE: The submitted fiscal year 2017 budget request from the Office of the Secretary of the Senate follows:]

Office of the Secretary of the Senate
Fiscal Year 2017 Budget Request

The Old Senate Chamber, Second Floor, U.S. Capitol
Image courtesy of the U.S. Senate Commission on Art

BUDGET REQUEST

I would first like to thank the subcommittee for their ongoing support of the Office of the Secretary of the Senate's budget and mandated systems. For fiscal year 2017, I am requesting a budget of $31,589,000. The request includes $25,339,000 in salary costs and $6,250,000 for the operating budget of the Office of the Secretary. The salary budget represents an increase of $567,000 over the fiscal year 2016 budget as a result of the costs associated with a potential cost of living adjustment. The operating budget of the Office of the Secretary remains flat at $6,250,000, of which $4,350,000 is for the administration of the Senate Information Services (SIS) Program that was assumed by this office in 2011 and has not changed.

OFFICE OF THE SECRETARY APPORTIONMENT SCHEDULE

Item	Amount available fiscal year 2016	Budget estimates fiscal year 2017	Difference
Department operating budget:			
Executive office	$ 500,000	$ 500,000	....
Administrative services	1,251,600	1,251,600	....
Senate Information Service (SIS)	4,350,000	4,350,000	....
Legislative services	148,400	148,400	....
Total operating budget	6,250,000	6,250,000	....

In addition, I am requesting $4,000,000 in no year funds for the modernization of one of two critical Senate systems, the Financial Management Information System (FMIS). This is the second year of a planned 6-year phased project. The flexibility of no year funding continues to be important to the success of the modernization project.

PROJECT REQUEST

Item	Fiscal year 2016	Fiscal year 2017	Difference
FMIS Modernization Project	$2,500,000	$4,000,000	$1,500,000

FINANCIAL MANAGEMENT INFORMATION SYSTEM (FMIS) MODERNIZATION PROJECT

The Senate's administrative financial system, FMIS, is a collection of financial applications used by Senate offices to submit and pay bills, manage office funds, and report to both internal offices and external agencies. Implemented over 16 years ago, FMIS utilizes a complex architecture, increasingly expensive mainframe technologies, and a variety of software that can only be enhanced through costly and time consuming custom development. Today, FMIS is used by approximately 140 Senate offices and has over 4,500 active users.

In 2015, the Disbursing Office worked to maintain and ensure the continuation of FMIS. However, efforts have been outpaced by newer versions of operating systems, browsers and other end user software, which are not compatible with current FMIS applications. As a result, the Disbursing Office has initiated a financial system modernization project that will:

—Improve financial system supportability and flexibility;
—Address business requirements not met by the existing system; and
—Continue to bring the Senate closer to an integrated, auditable, paperless financial system.

The first phase of the financial system modernization began this year and includes two major activities:

—*Budget Modernization.*—This replaces multiple budget applications and manual processes, including the existing payroll PeopleSoft Enterprise Performance Management (EPM) module, which Oracle plans to retire in April 2018, with a single Senate-wide modern budget application used by many Federal agencies.
—*Reporting Modernization.*—This streamlines and transitions financial reports to a consolidated data warehouse to minimize end user impacts during the financial system modernization.

The second phase of the financial system modernization, scheduled for fiscal year 2017 will continue the implementation and roll out of the modernized budget and reporting and will include the following additional major activity:

—*General Ledger Modernization.*—This replaces the mainframe-based general ledger system with a commercial software package consistent with all current Federal financial standards and reporting requirements.

The FMIS Business Case outlines the full scope of the financial system modernization project. The major phases and timeline of the proposed modernization effort are outlined in the table below:

Date	Business Area	Modernization Approach and Rationale
Fiscal Year 2016–Fiscal Year 2017.	Budget	Replace multiple existing budget applications and manual processes with a commercial software package widely used by Federal agencies to: —Allow for more efficient and effective budget planning and budget execution tracking; —Enable "what-if" budget analyses at the Senate and individual office levels; and —Facilitate direct integration between the payroll and financial system.
Fiscal Year 2016–Fiscal Year 2021.	Reporting	Streamline and modernize the reporting infrastructure to prepare for and minimize impacts of the financial system modernization, and: —Reduce the volume of reporting data; —Eliminate unused and redundant reports; —Consolidate numerous, disparate report processes; —Ensure the consistency and accuracy of historic data; and —Provide greater flexibility for users to customize the data they view and receive.

Date	Business Area	Modernization Approach and Rationale
Fiscal Year 2017–Fiscal Year 2018.	Accounting	Replace the mainframe-based general ledger system with a commercial software package, which will: —Allow the Senate to retire the expensive and increasingly difficult to support mainframe hardware and software; —Implement a modern general ledger which is consistent with all current Federal financial standards and reporting requirements; and —Enhance the Senate's ability to maintain the core component of the financial system and the source of the statutory semi–annual Report of the Secretary of the Senate.
Fiscal Year 2018–Fiscal Year 2019.	Procurement to Payment.	Replace the highly customized procurement to payment applications with commercial software, where possible, subject to a thorough alternatives analysis. This will allow the Senate to: —Continue to meet unique Senate business needs while also addressing a number of business requirements not currently met by the existing applications; —Enhance the Senate's ability to administer and support financial system applications; —Enable more rapid deployment of user–requested changes; and —Facilitate tighter integration of all procurement to payment applications to enhance Senate financial statement production.
Fiscal Year 2019	Data Sharing	Automate interfaces with outside agencies, such as the U.S. Treasury, to: —Reduce errors in Senate reporting; and —Eliminate the manual effort required to support daily and monthly external reporting.
Fiscal Year 2019–Fiscal Year 2021.	Asset Management	Replace the existing Asset Management application with a commercial software module that will: —Enable direct integration with the financial system; and —Eliminate redundant processes and data, increasing the efficiency and accuracy of the Senate's asset tracking.
Fiscal Year 2019–Fiscal Year 2021.	Archival Tools	Implement data archival tools to: —Reduce the costs and potential application performance issues associated with maintaining large volumes of financial data; and —Ensure that all relevant data is archived together and may be restored together as needed to support Senate financial operations.

The table below includes the funding received for fiscal year 2016, the request for fiscal year 2017, and future funding required for software and support services.

Funding	2016 (funded)	2017	2018	2019	2020	2021	Total
Implementation/Acquisition	2.5M	4M	3.5M	3M	2.5M	2.5M	18M

Due to the scope and complexity of this project and best practices for system implementation, a Financial System Program Office has been established within the Disbursing Office to oversee and manage the effort to ensure the project remains on schedule and within the established budget. The Financial System Program Office will work in collaboration with Sergeant at Arms (SAA) functional and technical staff, as well as representatives from financial system stakeholder groups, including Senators' offices, committees, the Committee on Rules and Administration audit staff, and Disbursing accounts payable (A/P) and accounting staff throughout the modernization effort to ensure that: (1) financial applications are supportable and maintainable in both the near and long term, (2) the modernized system fully meets Senate user requirements, and (3) end user impacts are minimized throughout the implementation period.

IMPLEMENTING MANDATED SYSTEMS

Two systems critical to our operation are mandated by law, the Financial Management Information System (FMIS) and the Legislative Information System (LIS). The following highlights recent developments:

UPDATE ON THE STATUS OF FINANCIAL MANAGEMENT INFORMATION SYSTEM (FMIS)

During calendar year 2015, Disbursing implemented the following releases to enhance application security in light of recent Office of Personnel Management (OPM) security breaches and to replace outdated financial system components:

—FMIS 13.4–FMIS 13.4.1, March through June 2015—modernized the office homepage, enhanced audit performance reporting for Disbursing A/P, enhanced application security, transitioned SAA document printing functions to standardize document printing and eliminated an outdated, difficult to support printing technology; and
—FMIS 13.5, October 2015—enhanced imaging application security and corrected user reported imaging defects to facilitate continued Senate-wide rollout of paperless workflow.

Work also continued related to document imaging and electronic signatures in FMIS, in the following phases:

—Phase 1: imaging-only pilot (completed in 2011);
—Phase 2: office imaging and signatures pilot (completed in 2012);
—Phase 3: planning and development to support imaging and signatures for SAA and staffer users, including:
  —Imaging to support staffers creating Expense Summary Reports (ESR's) (completed development in 2014; pilot initiated in November 2015), and
  —Imaging to support invoices and associated vouchers for SAA and the Secretary (completed development in 2014; pilot planned for Summer 2016).
—Completed rollout to 60 offices, Committee on Rules and Administration audit staff, and Disbursing's A/P and accounting staff through 2015.

Additionally, Disbursing collaborated with the SAA to implement the following changes to the Senate Payroll System (SPS):

—Upgraded PeopleSoft to version 9.2
—Successfully piloted the first phase of payroll self-service and,
—Implemented the new reporting requirements established by the Affordable Care Act (ACA).

During the remainder of fiscal year 2016 and beyond, the following FMIS activities are anticipated:

—Imaging and digital signatures—Continue with Senate-wide rollout of imaging and digital signatures for the remaining Member offices and committees;
—Implement the two FMIS releases rescheduled due to necessary security and technology enhancements:
  —FMIS 14.1 (planned for Summer 2016)—Modernization of voucher creation and review functions used by Member offices, committees, Leadership, the Office of the Secretary, SAA, Committee on Rules and Administration, and the Disbursing Office to address user requested changes, enhance supportability and ensure compatibility with modern browsers; and
  —FMIS 14.2 (planned for Winter 2016)—Modernization of additional document types, such as requisitions, purchase orders, invoices and receiving reports used by the Office of the Secretary and the SAA to address user requested changes, enhance supportability and ensure compatibility with modern browsers;
—Coordinate testing of Treasury Account Symbol (TAS) and Business Event Type Code (BETC) reporting with Treasury;
—Continue to work with the SAA technical staff and SPS Contracting Office Technical Representative (COTR) to complete the expanded pilot and full rollout of the first phase of Senate Payroll System self-service; and
—Conduct an expanded multi-day Continuity of Operations exercise that will include 3 full days of financial system activity.

UPDATE ON THE STATUS OF THE LEGISLATIVE INFORMATION SYSTEM (LIS)

The Legislative Information System (LIS) is a mandated system (2 U.S.C. 6577) that provides desktop access to the content and status of legislative information and supporting documents. In addition, pursuant to 2 U.S.C. 181, a program was established to provide for the widest possible exchange of information among legislative branch agencies. The long-range goal of the LIS Project Office is to provide a "comprehensive Senate Legislative Information System" to capture, store, manage, and distribute Senate documents. The project is currently focused on a Senate-wide implementation and transition to a standard system for the authoring and exchange of legislative documents that will greatly enhance the availability and re-use of legislative documents within the Senate and with other legislative branch agencies.

Extensible Markup Language (XML) has been accepted as the primary data standard to use for the exchange of legislative documents and information. Following the implementation of the LIS, the LIS Project Office shifted its focus to the data standards program and established the LIS Augmentation Project (LISAP). The overarching goal of the LISAP is to provide a Senate-wide implementation and transition to XML for the authoring and exchange of legislative documents.

The LIS Project Office provided support to the Senate Legislative Counsel (SLC); the Committee on Appropriations; the Committee on Commerce, Science, and Transportation; and the Senate Enrolling Clerk in their use of the XML authoring application, Legislative Editing in XML Application (LEXA) for drafting, engrossing, and enrolling. With the addition of the Commerce Committee drafters, all Senate measures (bills, resolutions, and amendments) are produced in XML. In addition, the Government Publishing Office (GPO) uses LEXA to complete measures for printing. Several new features and fixes were added in LEXA releases to improve the drafting process.

The LIS Project Office has been working with staff from GPO and the Legislative Computer Systems (LCS) in the Office of the Clerk of the House to create and print committee reports in XML, and the initial LEXA committee report application was released to the Commerce Committee in 2013. The LIS Project Office has provided several updates and enhancements for the Commerce Committee and is currently working with the Committee on Appropriations. Production of committee reports in XML by the Appropriations Committee is expected by Summer 2016.

Other enhancements to LEXA in the past year include two new features that help the SLC drafters check their work. One new feature creates a table of sections affected in a bill draft, and the other feature compiles a table of contents across multiple separate files that make up a large bill draft. Improvements were made to copy/paste from non-XML documents into LEXA to create valid XML structure and translate special characters. A template was added to LEXA to create the Joint Explanatory Statement that accompanies a conference report, and work is underway to create conference report signature sheets in LEXA.

Two other group projects with GPO and LCS include participants from the Law Revision Counsel and the Senate and House Legislative Counsels. The multi-phase project for the Law Revision Counsel will result in applications to convert, edit, and maintain the U.S. Code in an XML format. The Legislative Counsel offices collaborate on maintaining and using the compilations of existing law in an XML format. The LIS Project Office and LCS also monitor and participate in GPO's project to replace Microcomp with a new composition system that can directly ingest XML data without having to convert it to another format before printing.

The LIS Project Office will continue to support all Senate offices using LEXA and will work with the House, GPO, and the Library of Congress (LOC) on projects and issues that impact the legislative process and data standards for exchange. The office will produce enhancements to LEXA and seek out new technologies to improve the production of legislative documents.

LEGISLATIVE SERVICES

The Legislative operations of the Office of the Secretary provide support essential to Senators in carrying out their daily chamber activities as well as the constitutional responsibilities of the Senate. Legislative Services consists of the following departments: Bill Clerk, Captioning Services, Daily Digest, Enrolling Clerk, Executive Clerk, Journal Clerk, Legislative Clerk, Official Reporters of Debates and Parliamentarian.

The Office of the Secretary maintains a positive working relationship with the Government Publishing Office (GPO). GPO continues to respond in a timely manner to the Secretary's requests, through the Legislative staff, for the printing of bills and reports, including the expedited printing of priority matters for the Senate chamber.

BILL CLERK

The Office of the Bill Clerk collects and records data on the legislative activity of the Senate, which becomes the historical record of official Senate business. The Office keeps this information in handwritten files and ledgers and also enters it into the Senate's automated retrieval system so it is available to all House and Senate offices via the Legislative Information System (LIS), Congress.gov, and the Amendment Tracking System (ATS). The Bill Clerk records actions of the Senate with regard to bills, resolutions, reports, amendments, cosponsors, public law numbers, and recorded votes.

The Bill Clerk is responsible for preparing for print all measures introduced, received, submitted, and reported in the Senate. The Bill Clerk also assigns numbers to all Senate bills and resolutions. All the information received in this office comes directly from the Senate floor in written form within moments of the action involved, so the Office of the Bill Clerk is generally regarded as the most timely and most accurate source of legislative information.

The Office of the Bill Clerk has coordinated with the Office of the Executive Clerk and the Office of Web Technology to provide input regarding Senate data on Congress.gov through regular meetings with the Library of Congress (LOC). The Office maintains communication with the Secretary's legislative offices, floor staff, and the Senate Library in facilitating input on Congress.gov, predominantly in the areas of legislation, committee reports, and the *Congressional Record.*

CAPTIONING SERVICES

The Office of Captioning Services provides real-time closed captioning of Senate floor proceedings for individuals who are deaf or hard-of-hearing and unofficial electronic transcripts of Senate floor proceedings to Senate offices on Webster.

Captioning Services is comprised of the most seasoned and respected captioners in the industry and strives to provide the highest quality closed captions. The overall accuracy average rate for the Office has remained above 99 percent for the past 22 years. Overall caption quality is monitored through daily translation data reports, monitoring of captions in real-time, and review of caption files on Webster.

The real-time searchable Closed Caption Log database and VideoVault browser, available to Senate offices on Webster, continues to be an invaluable tool for the entire Senate community. Legislative floor staff, Cloakroom staff, and Member offices in particular continue to depend upon its availability, reliability, and contents to help them in the performance of their everyday duties.

DAILY DIGEST

The Office of the Daily Digest is responsible for publication of a brief, concise and easy-to-read accounting of all official actions taken by the Senate in the *Congressional Record* section known as the Daily Digest. The Office compiles an accounting of all meetings of Senate committees, subcommittees, joint committees and committees of conference.

The Office enters all Senate and joint committee scheduling data into the Senate's Web-based scheduling application system. Committee scheduling information is also prepared for publication in the Daily Digest in three formats: Day-Ahead Schedule; Congressional Program for the Week Ahead; and the extended schedule which appears in the Extensions of Remarks section of the *Congressional Record.* The Office also enters all official actions taken by Senate committees on legislation, nominations, and treaties into the Senate's Legislative Information System (LIS).

The Office publishes a listing of all legislation which has become public law, as well as a 'Resume of Congressional Activity' which includes all Congressional statistical information, including days and time in session; measures introduced, reported and passed; and roll call votes. The 'Resume' is published on the first legislative day of each month in the Daily Digest. The Office also assists the House Daily Digest Editor in the preparation of a history of public bills enacted into law and a final resume of congressional statistical activity at the end of each session of Congress.

All hearings and business meetings (including joint meetings and conferences) are scheduled through the Office of the Senate Daily Digest and are published in the *Congressional Record,* on the Digest's Web site on Senate.gov, and in LIS. Meeting outcomes are also published by the Daily Digest in the *Congressional Record* each day and are continuously updated on the Web site.

The Office of the Daily Digest publishes a '20-Year Comparison of Senate Legislative Activity' which can be found at: http://www.senate.gov/reference/resources/pdf/yearlycomparison.pdf.

ENROLLING CLERK

The Office of the Enrolling Clerk prepares, proofreads, corrects, inputs amendments and prints all legislation passed by the Senate prior to its transmittal to the House of Representatives, the National Archives, the White House, the United States Claims Court, and the Secretary of State. Electronic files of all measures engrossed and enrolled in the Senate are transmitted daily by the Enrolling Clerk to GPO for overnight distribution and public Web access.

The Office of the Enrolling Clerk keeps the original official copies of bills, resolutions, and appointments from the Senate floor through the end of each Congress.

EXECUTIVE CLERK

The Office of the Executive Clerk prepares for publication the *Journal of the Executive Proceedings of the Senate,* a record of the Senate's actions during executive sessions.

The Executive Clerk receives, assigns numbers to, and processes the nominations, treaties, executive communications, petitions or memorials, and presidential messages sent to the Senate. As part of this processing, the Executive Clerk enters each of these in LIS along with the Senate's actions on each.

The Office also prepares the *Executive Calendar* daily when there are nominations, treaties, or resolutions related to treaties before the Senate. The Executive Clerk also prepares all nomination and treaty resolutions for transmittal to the President of the United States.

The Office has been working in conjunction with the Office of the Bill Clerk and the Office of Web Technology to provide input to the LOC related to the inclusion of nominations, treaties, executive communications, presidential messages, and petitions or memorials on Congress.gov.

JOURNAL CLERK

The Office of the Journal Clerk takes notes of the daily legislative proceedings of the Senate in the "Minute Book" and prepares a history of bills and resolutions for the printed *Journal of the Proceedings of the Senate,* or *Senate Journal,* as required by Article I, Section V of the U.S. Constitution. The content of the *Senate Journal* is governed by Senate Rule IV, and is approved by the Senate on a daily basis.

The Journal Clerk staff take 90-minute turns at the rostrum in the Senate Chamber, noting the following by hand for inclusion in the Minute Book: (i) all orders (entered into by the Senate through unanimous consent agreements), (ii) legislative messages received from the President of the United States, (iii) messages from the House of Representatives, (iv) legislative actions as taken by the Senate (including motions made by Senators, points of order raised, and roll call votes taken), (v) amendments submitted and proposed for consideration, (vi) bills and joint resolutions introduced, and (vii) concurrent and Senate resolutions as submitted. These notes of the proceedings are then compiled in electronic form for eventual publication of the *Senate Journal* at the end of each calendar year. Compilation is efficiently accomplished through utilization of the LIS Senate Journal Authoring System. In 2015, the Journal Clerk completed the production of the 877-page 2014 volume. It is anticipated that work on the 2015 volume will conclude by August 2016.

LEGISLATIVE CLERK

The Legislative Clerk sits at the rostrum in the Senate Chamber and reads aloud bills, amendments, the *Senate Journal,* presidential messages, and other such materials when so directed by the Presiding Officer of the Senate. The Legislative Clerk calls the roll of members to establish the presence of a quorum and to record and tally all "yea" and "nay" votes. The Office of the Legislative Clerk prepares the *Senate Calendar of Business,* published each day the Senate is in session, and prepares additional publications relating to Senate class membership and committee and subcommittee assignments. The Office maintains the official copy of all measures pending before the Senate and incorporates any amendments that are agreed to. The Office retains custody of official messages received from the House of Representatives and conference reports awaiting action by the Senate. The Legislative Clerk is responsible for verifying the accuracy of information entered into LIS by the various offices of the Secretary.

A small sample of the work completed during the first session of the 114th Congress includes the processing of 2,943 submitted amendments, 289 reports of committees, 339 roll call votes, and the incorporation of 405 amendments into measures considered by the Senate.

The Office of the Legislative Clerk works closely with GPO, particularly the night production crew. For this session of Congress there were 169 separate issues of the *Senate Calendar of Business* published. Examples of daily edits consist of the "Pending Business," "Unanimous Consent Agreements," "General Orders," and "Bills in Conference."

The Office continues to make its publications available online, which has lowered the need for printed copies and makes the materials more accessible.

OFFICIAL REPORTERS OF DEBATES

The Office of the Official Reporters of Debates is responsible for the stenographic reporting, transcribing, and editing of the Senate floor proceedings for publication in the *Congressional Record.* The Chief Reporter acts as the editor-in-chief and oversees the production of the *Record* to ensure its accuracy and consistency to Senate parliamentary rules and procedures.

When the Senate is in session, the electronic and paper transcripts of the floor proceedings of the Senate begin to go GPO in the early evening. The last delivery occurs approximately three hours after the Senate adjourns or recesses for the day. The *Congressional Record* is published in paperback form and online and is available to the public the next business day.

The Morning Business Editor is responsible for coordinating the printing of legislative and executive material in the Morning Business section of the *Record* and sits in the Senate Chamber, recording daily floor activity of the Senate for the Official Reporters of Debates.

PARLIAMENTARIAN

The Office of the Parliamentarian continues to perform its essential institutional responsibilities to act as a neutral arbiter among all parties with an interest in the legislative process. These responsibilities include advising the Presiding Officer and Senators and their staff, as well as committee staff, House Members and their staffs, administration officials, the media, and members of the general public, on all matters requiring an interpretation of the Standing Rules of the Senate, the precedents of the Senate, and unanimous consent agreements, as well as provisions of public law and the Constitution that affect the proceedings of the Senate.

The Parliamentarians work in close cooperation with Senate leadership and their floor staffs in coordinating all of the business on the Senate floor. A parliamentarian is always present on the Senate floor when the Senate is in session, ready to assist Presiding Officers in their official duties, as well as to assist any other Senator on procedural matters. The Parliamentarians work closely with the President pro tempore and the Vice President of the United States and their staffs when either performs duties as President of the Senate.

The Parliamentarians monitor all proceedings on the floor of the Senate, advise the Presiding Officer on the competing rights of the Senators on the floor, and advise all Senators as to what is appropriate in debate. The Parliamentarians keep time on the Senate floor when time is limited or controlled under the provisions of time agreements, statutes, or standing orders. They keep track of amendments offered to the legislation pending on the Senate floor, assess them for germaneness and other possible points of order, and review countless other amendments that are never offered in the same regard.

The Office of the Parliamentarian is responsible for the referral of all legislation introduced in the Senate and all legislation received from the House, as well as all official communications received from the executive branch, memorials from State and local governments, and petitions from private citizens to the appropriate committees. In order to perform this responsibility, the Parliamentarians do extensive legal and legislative research. The Office works extensively with Senators and their staffs to advise them of the jurisdictional consequences of countless drafts of legislation, and evaluate the jurisdictional effect of proposed modifications in drafting.

The Office of the Parliamentarian was heavily involved in the review of certificates of election and appointment for Senators in the class of 2015 and ensured that all necessary documents were received and in order for the opening of the new Congress. The parliamentarians participated in orientation for new Senators and staff and throughout the year conducted tutorials for individuals and groups on the rules and precedents of the Senate. In addition, the Parliamentarians continue to work on the Electronic Senate Precedents database that was launched at the end of 2014. Future chapters are likely to include: Table, Vetoes, Division of Pending Question, Closed Door Sessions, and Debate.

FINANCIAL OPERATIONS

DISBURSING OFFICE

The mission of the Senate Disbursing Office is to provide efficient and effective financial and human resource data management, information, and advice to the offices, Members, and employees of the Senate. The Disbursing Office manages the collection of information from all the accounting locations within the Senate to formulate and consolidate the agency level budget, disburse the payroll, pay the Senate's bills, and provide appropriate counseling and advice. The Disbursing Office collects information from Members and employees that is necessary to maintain and administer the retirement, health insurance, life insurance, and other central human resource programs, and provides responsive, personal attention to Members and employees on an unbiased and confidential basis. The Disbursing Office also manages the distribution of central financial and human resource information to the individual Member offices, committees, administrative offices, and leadership offices in the Senate while maintaining the confidentiality of information for Members and Senate employees.

This past year the Office continued to work on several projects that required a significant level of staff resources and presented challenges. Among these projects were: (1) the testing and implementation of system changes to the Senate Payroll System (SPS) due to the upgrade to PeopleSoft version 9.2; (2) the development and roll-out of an SPS self-service pilot; (3) the development of programming, testing and processes for the distribution of new Employer-Provided Health Insurance Offer and Coverage forms as required by the Affordable Care Act; (4) the implementation of the new Self + 1 health enrollment codes; (5) the implementation of two FMIS releases to enhance applications security and to replace outdated financial system components; (6) the testing to modify our reporting capability to the U.S. Treasury; (7) the reorganization of the Disbursing Office Information Technology group to handle the Senate's FMIS modernization project and workload; and (8) the issuance and evaluation of a Request for Information (RFI) and the development of the Request for Proposal (RFP) for the financial system modernization.

During April and October, the Office reviewed, validated and completed the Report of the Secretary of the Senate which continues to be issued electronically and in hardcopy version.

In addition, the Disbursing Office compiled the 2016 operating budget of the Senate for presentation to the Committee on Appropriations and prepared and distributed budget justification worksheets to the various offices to gather the information needed for the fiscal year 2017 budget request and submission to the Office of Management and Budget.

ADMINISTRATIVE AND EXECUTIVE OPERATIONS

SENATE CHIEF COUNSEL FOR EMPLOYMENT

The Office of the Senate Chief Counsel for Employment (SCCE) is a non-partisan office established at the direction of Joint Leadership in 1993 after enactment of the Government Employee Rights Act, which allowed Senate employees to file claims of employment discrimination against Senate offices. With the enactment of the Congressional Accountability Act of 1995 (CAA), Senate offices became subject to the requirements, responsibilities and obligations of 12 employment laws. In accordance with the CAA, Congress has applied subsequently enacted employment laws to Senate offices, such as the Genetic Information Non-Discrimination Act.

The SCCE is charged with the legal defense of Senate offices in all employment law cases at both the administrative and court levels. In addition to litigating cases, the SCCE's attorneys provide legal advice to Senate offices. Accordingly, each of the clients of the Senate is an individual client of the SCCE, and each office maintains an attorney-client relationship with the SCCE. The SCCE also conducts a robust training program, which includes seminars to educate Senate managers, staff and interns about how to identify, prevent, and address unlawful harassment in the workplace.

The areas of responsibilities of the SCCE can be divided into the following categories: litigation (defending Senate offices in courts and at administrative hearings); mediations to resolve potential lawsuits; court-ordered alternative dispute resolutions; Occupational Safety and Health Act compliance; union drives, negotiations, and unfair labor practice charges; Americans with Disabilities Act compliance; layoffs and office closings in compliance with the law; management training regarding legal responsibilities and employee rights; employee and intern training regarding prohibited harassment, including sexual harassment; and preventive legal advice.

CONSERVATION AND PRESERVATION

The Office of Conservation and Preservation supports the official record preservation, presentation, and bookbinding needs of Senate leadership, committees, and offices.

In 2015, the Office of Conservation and Preservation bound 1,350 items, including the re-casing of 162 older books, congressional hearings, and *Congressional Record* volumes with new covers and end sheets, using existing spines when possible. The Office repaired an additional 324 books for the Senate Library and other offices, and 283 new volumes were printed in-house and bound at the request of Senate offices. The Office also designed and fabricated 39 boxes or slipcases for maps and official programs in the Library's collections. In addition, 500 handmade covers were created to protect original pamphlets and brochures for the Library. The Office matted and framed 458 items.

CURATOR

The Office of the Senate Curator, on behalf of the Senate Commission on Art, develops and implements the museum and preservation programs for the Senate. The Curator collects, preserves, and interprets the Senate's fine and decorative arts, historic objects, and specific architectural features. In addition the Curator exercises supervisory responsibility for the historic chambers in the Capitol under the jurisdiction of the Commission. Through exhibitions, publications, and other programs, the Curator educates the public about the Senate and its collections.

In keeping with scheduled procedures, all Senate collection objects were inventoried in 2015, and any changes in location were recorded in the Curator's database. As directed by S. Res. 178 (108th Congress, 1st session), the Curator submitted a list of the art and historic furnishings in the Senate to the Committee on Rules and Administration. The list, known as the *Historic Furnishings Inventory,* documents the history of acquisition, use, and manufacturer for each object. Items on the inventory list are prohibited from removal or purchase. The inventory, which is submitted every 6 months, is compiled by the Curator with assistance from the SAA and the Architect of the Capitol's Superintendent of Senate Office Buildings.

The Office continues to advance the preservation and documentation of the historic Russell Senate Office Building furnishings by conducting a yearly inspection of the use and location of the 63 flat-top partner desks that remain in the Senate, and through educational initiatives aimed to inform Senate staff about the history of the furnishings.

The Curator oversaw the restoration of the reproduction of Senators' chairs and side chairs in the Old Senate Chamber in 2015. The reproduction Senators' chairs, which are based on the original chairs made by Thomas Constantine in 1819, were made as part of the 1975–76 restoration of the Chamber. Research by the Curator's Office revealed that the 1970's yellow upholstery was not historically accurate. Thorough examination of 19th-century archival records, including reports submitted by the Secretary of the Senate, and analysis of several chairs made by Constantine revealed new information that was not known in the 1970s. This new evidence allowed the Curator's Office to return the upholstery on the chairs to the original red color and appearance of the 1819 Senate Chamber chairs, ensuring a more historically accurate interpretation of the Chamber and its original furnishings. The reupholstered chairs were reinstalled in the Chamber in November 2015.

In 2015, 144 objects were accessioned into the Senate Collection. The most significant addition was the marble bust of Vice President Richard B. Cheney unveiled in December 2015.

The Curator continued to maintain and interpret the Old Senate and Old Supreme Court Chambers and coordinate the use of both rooms following established guidelines and procedures approved by the Senate Commission on Art.

A new exhibit was installed by the Curator into showcases in the vestibule outside SDG–50. Titled: *At Work: Two Centuries of Senate Committees,* the exhibit highlights the origin, expansion, and reform of Senate committees and was created in conjunction with the Senate Library and Senate Historical Office. The Curator also installed an exhibit in the first floor connecting corridor of the Senate wing of the Capitol. The display highlights the function and decoration of the mid-19th-century Senate extension.

EDUCATION AND TRAINING

The Joint Office of Education and Training provides training for all Senate staff in Washington, DC, and in State offices. The Office provides performance skills training, technical skills training and coordinates major training events for Washington, DC and State staff.

Education and Training partners with 15 other training providers to ensure the Senate staff have the resources and skills they need to perform their jobs. In 2015, Education and Training staff taught over 250 classes and provided customized training, facilitation services, and coaching to more than 150 Senate Member, committee, and support offices, benefitting more than 2,200 staff. The Office held three training conferences for State staff with over 250 State staff participants.

The Health Promotion Office within Education and Training is mandated to provide Health Promotion activities and events. This Office coordinates and runs a 2-day Health and Wellness Fair for Senate staff. In 2015, over 1,500 staff participated in health promotion activities, including lung function and kidney screenings, blood drives, and seminars on health-related topics.

GIFT SHOP

The Gift Shop serves Senators and their spouses, staff, constituents, and the many visitors to the Capitol complex. The products available include a wide range of fine gift items, collectables, and souvenirs, many created exclusively for the Senate.

In addition to over-the-counter and walk-in sales, the Gift Shop offers an order form through Webster and the administrative office provides mail order service, special order and catalogue sales. While the Gift shop maintains two physical locations, the Capitol kiosk is temporarily closed due to continued restoration of the Brumidi Corridors.

Consistent with past practice, a transfer of $40,000 to the Senate Employees Child Care Center was made based on the annual sales of the Congressional Holiday Ornament (see 2 U.S.C. 6576(c)(3)). The Official 2015 Congressional Holiday Ornament featured the Capitol dome as viewed from the West Front. Sales of the 2015 holiday ornament were just over 24,000, of which almost 7,000 were personalized with engravings designed, proofed, and etched by the Gift Shop staff.

HISTORICAL OFFICE

Serving as the Senate's institutional memory, the Historical Office is comprised of historians and archivists. Senate historians collect and provide information on important events, precedents, statistics, and historical comparisons of current and past Senate activities. Senate archivists advise Senators, officers, and committees on cost-effective disposition of their non-current office files and assist researchers in identifying Senate-related source materials. Historians edit for publication historically significant transcripts and minutes of selected Senate committees and party organizations and conduct oral history interviews. Historians also offer special talks and tours related to key historical events and personalities, the history of the Capitol, and the Senate's institutional development. In addition, the Historical Office develops and maintains all historical material on Senate.gov and provides educational outreach through e-mail and Twitter.

In 2015 the Historical Office concluded its 5-year commemoration of the sesquicentennial of the Civil War. Beginning in December 2010, the Historical Office developed an extensive collection of essays, biographies, photographs, illustrations, chronologies, and primary source documents related to the history of the Senate during the Civil War. Senate historians developed and led special Civil War history tours of the Capitol and presented "brownbag lunch" talks. This multi-year project resulted in a comprehensive, stand-alone Web site feature on Senate.gov, a valuable resource for anyone interested in this important era of our national history.

Since 1978, Senate historians have prepared and annotated transcripts of the Senate Foreign Relations Committee of the executive session hearings for publication. Twenty volumes have been completed to date, taking the series through 1968. In 2015 the Senate Historian and the Associate Historian continued work on a new volume to cover the years 1969 and 1970, editing the transcripts for declassification and publication.

In 2015 the historians conducted nearly 70 oral history interviews with a wide-ranging group of individuals, including interviews with 14 former Members and staff of the Select Committee to Study Governmental Operations with Respect to Intelligence Activities (better known as the Church Committee) to mark its 40th anniversary. The completed volume, to be released in 2016, includes 27 interviews, a comprehensive introduction, contextual annotations, and a detailed index.

The Historical Office continued to expand its educational outreach in 2015 when the Historical Office's Twitter account gained more than 8,000 new followers. Daily Tweets help raise awareness of the considerable resources available on Senate.gov to Senate staff, students, teachers, researchers, reporters, and the public. @SenateHistory highlights Senate-related events that occurred "on this day" in history, features specific Web pages and collections, and announces new material and information posted on Senate.gov. The Historical Office sent an average of 14 Tweets per week in 2015 and had more than 90 percent of those Tweets retweeted.

Senate Rule XI (2) directs that, "The Secretary of the Senate shall obtain at the close of each Congress all the noncurrent records of the Senate and of each Senate committee and transfer them to the National Archives for preservation." During 2015, the Senate transferred 2,030 cubic feet and 13.22 TB of electronic records to the Center for Legislative Archives (CLA).

This Advisory Committee on the Records of Congress was established in 1990 by Public Law 101–509 and meets semiannually to advise the Senate, the House of Representatives, and the Archivist of the United States on the management and preservation of the records of Congress. By law, the committee is required to report to Congress every 6 years on the status of Congress' and Members' archival records. The most recent report was published December 31, 2012. The next report will be issued by December 31, 2018. The Secretary of the Senate is chairing the committee during the 114th Congress. The Senate Historian serves as a member of the committee and the Senate Archivist serves as principal liaison to the committee.

HUMAN RESOURCES

The Office of Human Resources was established in June 1995 by the Secretary of the Senate as a result of the Congressional Accountability Act. The Office focuses on developing and implementing human resources policies, procedures, and programs for the Office of the Secretary. These responsibilities include recruiting and staffing; providing guidance and advice to managers and staff; training; performance management and evaluation; job analysis and classification; compensation planning, design, and administration; leave administration; records management; maintaining the employee handbooks and manuals; internal grievance procedures; employee relations and services; and organizational planning and development.

The Office administers the following programs for the Secretary's employees: the public transportation subsidy program, student loan program, Family Medical Leave Act program, parking allocations, and the Secretary of the Senate intern program.

INFORMATION SYSTEMS

The primary mission of the Office of Information Systems is to provide the highest level of customer satisfaction and computer support for the Office of Secretary. Information Systems provide technical hardware and software support for the Office of the Secretary. Information Systems also interfaces closely with the application and network development groups within the SAA, GPO, and outside vendors on technical issues and joint projects. The Office provides computer-related support for all local area network (LAN) servers within the Office of the Secretary. Information Systems provides direct application support for all software installed on workstations, initiates and guides new technologies, and implements next generation hardware and software solutions. Emphasis is placed on creating and transferring legislative records to outside departments and agencies, fulfilling the Disbursing Office's financial responsibilities to Member offices, and complying with office-mandated and statutory obligations.

INTERPARLIAMENTARY SERVICES

The Office of Interparliamentary Services (IPS) is responsible for administrative, financial, and protocol functions for special delegations authorized by the Majority and/or Minority Leaders, for all interparliamentary conferences in which the Senate participates by statute, and for interparliamentary conferences in which the Senate participates on an ad hoc basis. The office also provides appropriate assistance as requested by other Senate delegations.

The statutory interparliamentary conferences are: the Mexico-United States Interparliamentary Group; the Canada-United States Interparliamentary Group; the British-American Interparliamentary Group; and the United States-China Interparliamentary Group.

On behalf of the Senate Majority and Minority Leaders, the staff arranges official receptions for heads of state, heads of government, heads of parliaments, and parliamentary delegations. Required records of expenditures on behalf of foreign dignitaries under authority of Public Law 100–71 are maintained by IPS.

IPS receives and prepares for printing the quarterly consolidated financial reports for foreign travel from all committees in the Senate. In addition to preparing the quarterly reports for the Majority Leader and the Minority Leader, IPS also assists staff members of Senators and committees in filling out the required reports.

LEGISLATIVE INFORMATION SYSTEM (LIS) PROJECT OFFICE

See the section on the LIS Project under the heading "Update on the Status of the Legislative Information System (LIS)" in the BUDGET REQUEST section.

LIBRARY

The Senate Library provides legislative, legal, business, and general information services. The Library's collection encompasses legislative documents that date from the Continental Congress in 1774; current and historic executive and judicial branch materials; an extensive book collection on American politics, history, and biography; a popular collection of audiobooks; and a wide array of online resources. The Library also authors content for three Web sites—LIS.gov, Senate.gov, and Webster.

Senate Information Services (SIS) Program service contracts for fiscal year 2016 were renewed with existing program vendors to continue services while meeting stringent program budget constraints. SIS program managers worked with information technology specialists in the SAA's Department of Process Management and Innovation, and with the vendor's technical staff to implement single sign-on authentication and update the Senate's custom user interface for one of the enterprise-wide legal services providers. Work was also completed on a comprehensive redesign of Senate Newswatch, offering a contemporary presentation of the news important to the Senate with improved usability and new features for searching, clipping, and sharing stories.

The Library continues to meet the Senate's increasing demand for information through the creation of new Web-based content, judicious selection and investment in online resources, expanded outreach and training opportunities, and use of technology to support alternative means for information delivery.

PAGE SCHOOL

The Senate Page School serves all appointed Senate page students with a sound program, both academically and experientially, during their stay in the Nation's capital.

In 2013 the Middle States Commission on Secondary Schools awarded accreditation renewal which continues until May 1, 2018. The Page School is among schools throughout the world that meet the internationally recognized standards of quality.

Faculty and staff provided extended educational experiences to pages, including field trips, guest speakers, opportunities to play musical instruments and vocalize, and world languages study. The community service project embraced by pages and staff continues. Pages collected, assembled, and shipped items for gift packages to military personnel serving in various locations and included letters of support to the troops.

PRINTING AND DOCUMENT SERVICES

The Office of Printing and Document Services (OPDS) serves as liaison to GPO for the Senate's official printing, ensuring that all Senate printing is in compliance with Title 44, U.S. Code as it relates to Senate documents, hearings, committee prints and other official publications. The Office assists the Senate by coordinating, scheduling, delivering and preparing Senate legislation, hearings, documents, committee prints and miscellaneous publications for printing, and provides printed copies of all legislation and public laws to the Senate and the public. In addition, the Office assigns publication numbers to all hearings, and committee prints; as well as documents and other publications; orders all blank paper, envelopes and letterhead for the Senate; and prepares page counts of all Senate hearings in order to compensate commercial reporting companies for the preparation of hearings.

During fiscal year 2015, the OPDS prepared 2,893 requisitions authorizing GPO to print and bind the Senate's work, exclusive of legislation and the *Congressional Record*—an increase of 17 percent over the previous year. In addition to processing requisitions, the Printing Services Section coordinates proof handling, job scheduling and tracking for stationery products, Senate hearings, Senate publications and other miscellaneous printed products, as well as monitoring blank paper and stationery allocations for each Senate office and committee. Examples of major printing projects include: the Report of the Secretary of the Senate, the 114th Congress Congressional Directory, the Authority and Rules of Senate Committees, and the Journal of Senate Proceedings, 113th Congress 2nd Session.

During 2015, OPDS processed and distributed over 9,700 distinct legislative items as well as fulfilled over 10,000 requests for legislative material at the walk-in counter, by mail, fax, and electronically. In shop on-demand printing increased twofold over the previous year to supplement depleted inventory and meet committee needs. Online ordering of legislative documents and the Legislative Hot List Link, where Members and staff can confirm arrival of printed copies of the most sought after legislative documents, continued to be popular. The site is updated several times daily each time new documents arrive from GPO to the Document Room. In addition, the Office handled thousands of phone calls pertaining to the Senate's official printing, document requests and legislative questions.

PUBLIC RECORDS

The Office of Public Records receives, processes, and maintains records, reports, and other documents filed with the Secretary of the Senate that involve the Federal Election Campaign Act, as amended; the Lobbying Disclosure Act (LDA) of 1995, as amended; the Senate Code of Official Conduct; Rule 34, Public Financial Disclosure;

Rule 35, Senate Gift Rule filings; Rule 40, Registration of Mass Mailing; Rule 41, Political Fund Designees; and Rule 41(6), Supervisor's Reports on Individuals Performing Senate Services; and Foreign Travel Reports. The office works closely with the Federal Election Commission (FEC), the Senate Select Committee on Ethics, and the Clerk of the House concerning the filing requirements of the aforementioned acts and Senate rules.

From October 2014 through September 2015, Public Records assisted more than 10,000 individuals seeking information from or about reports filed with the office, responded to walk-in inquiries and inquiries by telephone or e-mail. In addition, the Office provided assistance to individuals seeking to comply with the provisions of the LDA.

The LDA requires semiannual contribution reports, and quarterly financial and lobbying activity reports. To continue implementation of the LDA, the Office of Public Records conducted two LDA Guidance reviews in coordination with the Clerk of the House. As of September 30, 2015, there were 4,435 registrants representing 16,407 clients. The total number of individual lobbyists disclosed on fiscal year 2015 registrations and reports was 11,948. The total number of lobbying registrations and reports processed was 106,955. The Office referred 622 cases of potential noncompliance to the U.S. Attorney for the District of Columbia.

The Federal Election Campaign Act requires Senate candidates to file quarterly and pre- and post-election reports with the Secretary of the Senate. Filings for the fiscal year totaled 4,207 documents containing 548,088 pages, which were scanned, processed, and transmitted to the FEC, as required by law.

The filing date for Public Financial Disclosure Reports was May 15, 2015. The reports were made available to the public and media as soon as they were filed and processed, and in most cases, the same day. Public Records staff provided copies to the Ethics Committee and the appropriate State officials.

Senators are required to file mass mailing reports on a quarterly basis. The number of pages submitted during fiscal year 2015 was 364. In addition, the Office received 445 Gift Rule/Travel reports during fiscal year 2015.

STATIONERY ROOM

Since it was formally established in 1854, the Senate Stationery Room has evolved into a diversified retail outlet serving the needs of the Senate community by providing a wide range of office and administrative supplies, communication and computer accessories, and special order items for official government business. Additionally, the Stationery Room provides U.S. flags flown over the Capitol for constituent requests.

The Stationery Room fulfills its mission by utilizing open market, competitive bid, or General Services Administration (GSA) schedules for supply procurement; maintaining sufficient in-stock quantities of select merchandise to best meet the immediate needs of the Senate community; developing and maintaining productive business relationships with a wide variety of vendors to ensure sufficient breadth and availability of merchandise; maintaining expense accounts for all authorized customers and preparing monthly activity statements; and managing all accounts receivable and accounts payable reimbursement.

Utilizing the Pay.gov service offered by the U.S. Treasury, the Stationery Room has been accepting online flag requests and payments from constituents through Member Web sites. Currently, 66 Member offices are offering this payment option and 7 offices are in the beginning stages of the program. The benefits include a reduced wait time for constituents, elimination of payment inaccuracies, and greatly reduced workload for office representatives. The Stationery Room will continue to expand this service to interested Member offices.

The Stationery Room contracts annually with various vendors to provide U.S. flags. The flags are purchased by constituents through individual Member offices, and are flown over the Capitol building for commemoration of special occasions. While many flags are flown for specific reasons, some are not and the Stationery Room sells pre-flown flags for offices to meet those generic requests. This cooperative relationship offers the Capitol Visitor Center (CVC) considerable savings on flag purchases through the Stationery Room's existing procurement contract and allows the Stationery Room to benefit from larger volume discounts.

The Stationery Room, with the assistance of the Office of Web Technology, maintains an online Web ordering portal through Webster. The Web site offers the Stationery Room catalog with product description, price, and pictures. Customers can place a stock order online and the order will be delivered within 24 hours. Use of the Web site helps reduce order time, increases customer convenience and order accuracy, and reduces the use of paper through reduced reliance on hard copy orders.

Currently, the Stationery Room is in the process of upgrading the online Web site with the assistance of the Office of Web Technology, to include an enhanced search engine, modernized layout and easier checkout.

WEB TECHNOLOGY

The Office of Web Technology is responsible for: Senate.gov; the Secretary's intranet on Webster; portions of the central site of Webster; and legbranch.senate.gov (an extranet site available to all Capitol Hill entities)—along with the Web-based systems, servers, and technologies supporting these Web sites that fall under the purview of the Secretary of the Senate.

Senate.gov content is maintained by over 30 contributors from seven departments of the Office of the Secretary and three departments of SAA. All content is controlled through the Secretary's Web content management system, managed by the Office of Web Technology.

A new version of the content management system was implemented in conjunction with a new architecture ensuring stability and security. Extensive research was conducted including the deployment of an alternative content management system in preparation for the eventual replacement of the current content management system.

In 2015, seven features, nine oral histories, and seven Senate Stories authored by the Senate Historical Office were added to Senate.gov. In addition, 85 artifacts under the Curator's management were added. 78 legacy slideshows were recoded to be more secure and use fewer resources. The main Art & History page along with significant secondary pages were refined to provide quicker access to lower level content and as part of the transition to a new mobile friendly design currently in development. Friendly URLs were added in addition to two domain wide security pages alerting the public to potential security risks in submitted messages, making suggestions for remediation, and providing useful resources online.

In conjunction with the SAA a new mobile Web site, opmupdate.senate.gov, was developed and maintained as a clearinghouse for all messages relating to the OPM intrusions made public in 2015 affecting many Senate staff. Additionally, the Office of the Senate Chief Counsel for Employment's Web site on Webster was updated and a new modern stationery order form is under development that will provide offices with quick and secure online ordering.

The Office also worked extensively with Senate clerks and the Library of Congress (LOC) in the refinement of Congress.gov and the dissemination of legislative bulk data, allowing for increased accuracy and transparency of Congressional information. Part of these processes involved expanding legbranch.senate.gov to host newly generated data feeds for the Congressional community.

In 2015 an average of 29,762 visits occurred per day to the central site of Senate.gov. The Office responded to approximately 593 emails from the general public regarding Senate.gov sites.

EMERGENCY PREPAREDNESS AND CONTINUITY PLANNING

Throughout 2015, the Office of the Secretary continued to build upon a comprehensive emergency preparedness and continuity program initiated in 1997. The program included continuity operations (COOP) planning within every department of the Office of the Secretary and coordination with Leadership and SAA on Senate-wide continuity plans, as well as joint planning with the House of Representatives on bicameral programs, and inter-Branch coordination with the executive and judicial branches. The objective of these programs is to provide Leadership with the tools needed to ensure that the Senate can meet its constitutional obligations under any circumstances.

The Joint Senate Leadership established the Senate Continuity Board (SCB), consisting of the Secretary of the Senate and the Senate Sergeant at Arms, to manage and direct Senate continuity programs. The Joint Bicameral Leadership established the Joint Congressional Continuity Board (JCCB), consisting of the principal Senate and House Officers, to integrate Senate and House continuity programs. In 2015, the Secretary served as Chair of both Boards. Both the SCB and the JCCB met monthly throughout the year to manage and direct the full range of Senate and bicameral continuity programs.

Within the Office of the Secretary, the primary objective is the continuity of the legislative process. The Legislative Staff and supporting offices maintain and regularly exercise plans to ensure that the Senate can convene and conduct legislative business under any conditions in various locations. Departments responsible for the execution of statutory obligations, such as the Disbursing Office and the Office of Public Records, maintain plans to carry out those functions, either locally or else-where, depending upon conditions. The Secretary's Legislative departments, as well as several others, employ robust cross-training programs to ensure that staff with critical skills will be available in an emergency. All departments within the Office of the Secretary maintain individual plans to ensure that each department can carry out its minimum essential functions during an emergency, until full operations can be restored. All departmental plans are supported by emergency supply kits stored in multiple locations within and outside the District of Columbia. Across the Office of the Secretary, monthly drills, annual exercises, and fly away kit updates are conducted in order to ensure that plans and supply kits are current, and that staff understand their continuity responsibilities.